

NOMINATION OF KENNETH S. GEORGE

JOINT HEARING

BEFORE THE

COMMITTEE ON

BANKING, HOUSING, AND URBAN AFFAIRS

AND THE

COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION UNITED STATES SENATE

NINETY-EIGHTH CONGRESS

FIRST SESSION

ON

THE NOMINATION OF KENNETH S. GEORGE, OF TEXAS, TO BE DIRECTOR GENERAL OF THE UNITED STATES AND FOREIGN COMMERCIAL SERVICES

NOVEMBER 14, 1983

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CONTENTS

	Page
Opening remarks of Chairman Garn	1
Opening statement of Senator Tower	2
Opening statement of nominee, Kenneth S. George	4
Biographical sketch of nominee	10

(iii)

**NOMINATION OF KENNETH S. GEORGE TO BE
DIRECTOR GENERAL OF THE UNITED STATES
AND FOREIGN COMMERCIAL SERVICE**

MONDAY NOVEMBER 14, 1983

**U.S. SENATE, JOINT HEARING BEFORE THE COMMITTEE ON
BANKING, HOUSING AND URBAN AFFAIRS, AND THE COM-
MITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION**

Washington, D.C.

The committees met at 3:30 p.m., in room SD-538, of the Dirksen Senate Office Building: Senator Jake Garn (chairman of the committee) presiding.

Present: Senators Garn and Tower.

OPENING REMARKS OF CHAIRMAN GARN

The CHAIRMAN. The Banking Committee will come to order.

The purpose of today's hearing is to consider the nomination of Kenneth S. George to be Director General of the United States and Foreign Commercial Service.

This is a joint hearing between the Senate Banking Committee and the Senate Commerce Committee, and we seem at this point to have no Senators and no witnesses.

Nevertheless, the Banking Committee continues to operate on time, even if no one else is here.

Therefore, the Banking Committee will now stand in recess until someone shows up.

[Recess.]

The CHAIRMAN. The committee will come to order.

I was just asked a question if we are going to wait for Senator Pressler, and my answer was no. I want everybody to understand, particularly those in the Commerce Committee, and that it is not singling out Senator Pressler. This committee, since I became chairman, has started on time without fail, without Senators or without witnesses, and so I have treated all Senators equally on that score. And members of the Banking Committee understand that if they are not here on time, the committee will have started. So I want to make that very clear, in response to your question, Mr. George, that I am not singling out Senator Pressler, since he is arriving on an airplane and should be here momentarily. I can only make that explanation, because other members who are not members of the Banking Committee, are not familiar with how promptly this starts.

(1)

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We are happy to have you here, and particularly happy to have the distinguished senior member of this committee, far, far senior to the chairman, to introduce you. Senator Tower.

OPENING STATEMENT OF SENATOR TOWER

Senator TOWER. Thank you, Mr. Chairman. It is a great privilege to appear before my own old committee which I have belonged to for nearly 23 years now, and in the eyes of many members of the committee, much too long. But it is a privilege to introduce the President's nominee for Director General for the United States and Foreign Commercial Service, Mr. Kenneth S. George.

Mr. George is a native son of Texas and currently serves as the Deputy Assistant Secretary for the United States and Foreign Commercial Service. His experience garnered in over 2 years in that position, makes him eminently well-qualified for the position for which he has been nominated.

Mr. George is a graduate of Washington & Lee University, received his master's in business administration from the University of Texas. After spending several years in the real estate development business in Texas with the highly respected Trammell Crow Co., he served as chief executive officer for Olix Industries, a publicly held diversified corporation with a worldwide manufacturing, sales, and distribution network. Most recently, as I have mentioned, he has served as Deputy Assistant Secretary of the United States and Foreign Commercial Service, an organization employing more than 1,000 persons in 48 U.S. domestic offices and 120 foreign commercial service posts in 68 foreign countries.

He is married to the former Patricia Mast, and they have two young sons. He has a distinguished record of collegiate, civic, and professional achievements.

It is my pleasure to introduce him at this hearing, and I would urge the committee to report his nomination favorably at the earliest possible time.

Thank you very much, Mr. Chairman.

[The complete statement follows:]

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STATEMENT OF SENATOR JOHN TOWER

DISTINGUISHED MEMBERS OF THE BANKING AND COMMERCE COMMITTEES. IT IS MY PRIVILEGE TO APPEAR BEFORE YOU TODAY TO INTRODUCE THE PRESIDENT'S NOMINEE FOR DIRECTOR GENERAL FOR THE U.S. AND FOREIGN COMMERCIAL SERVICE, MR. KENNETH S. GEORGE. KENN IS A NATIVE SON OF THE GREAT STATE OF TEXAS, AND CURRENTLY SERVES AS THE DEPUTY ASSISTANT SECRETARY FOR THE U.S. AND FOREIGN COMMERCIAL SERVICE. HIS EXPERIENCE GARNERED IN OVER 2 YEARS IN THAT POSITION MAKE HIM EMINENTLY WELL QUALIFIED, IN MY VIEW, FOR THE POSITION FOR WHICH HE HAS BEEN NOMINATED.

KENN IS A GRADUATE OF WASHINGTON & LEE UNIVERSITY AND RECEIVED AN M.B.A. FROM THE UNIVERSITY OF TEXAS. AFTER SPENDING SEVERAL YEARS IN THE REAL ESTATE DEVELOPMENT BUSINESS IN TEXAS WITH THE HIGHLY RESPECTED TRAMMELL CROW CO., KENN SERVED AS CHIEF EXECUTIVE OFFICER FOR OLIX INDUSTRIES, IN MIDLAND, TEXAS, A PUBLICLY HELD DIVERSIFIED CORPORATION WITH A WORLD-WIDE MANUFACTURING, SALES, AND DISTRIBUTION NETWORK. AND MOST RECENTLY, AS I MENTIONED, KENN HAS SERVED AS DEPUTY ASSISTANT SECRETARY FOR THE U.S. AND FOREIGN COMMERCIAL SERVICE, AN ORGANIZATION EMPLOYING MORE THAN 1,000 PERSONS IN 48 U.S. DOMESTIC OFFICES AND 120 FOREIGN COMMERCIAL SERVICE POSTS IN 68 FOREIGN COUNTRIES.

KENN IS MARRIED TO THE FORMER PATRICIA MAST, AND THEY HAVE TWO YOUNG SONS. HE HAS A DISTINGUISHED RECORD OF COLLEGIATE, CIVIC, AND PROFESSIONAL ACHIEVEMENTS. IT IS MY PLEASURE TO INTRODUCE HIM AT THIS HEARING, AND IT IS MY HOPE THAT BOTH COMMITTEES WILL ACT FAVORABLY ON HIS NOMINATION.

THANK YOU, AND MAY I PRESENT MR. KENN S. GEORGE.

The CHAIRMAN. I thank you, Senator Tower, and I cannot speak for the whole committee, but I would like to dispute what you said about yourself and your length of service. From this Senator's standpoint, this one is very sorry that you are leaving. And Senator Tower was the ranking minority member of this committee when I sat far over there on the far right-hand side, which is appropriate in some people's minds, I suppose, as the most junior Republican, but also as the most junior Senator on the committee, and learned a great deal from Senator Tower.

So you said it facetiously, and I am answering you very seriously. This Senator hates to see you leave the Senate.

Senator TOWER. Thank you, Mr. Chairman. I will continue to give you my proxy. [Laughter.]

The CHAIRMAN. And I would continue to accept it.

Mr. George, before you give us your statement, may I have you stand up and be sworn.

[Witness sworn.]

The CHAIRMAN. I understand you have an opening statement. I will be happy to receive that at this time.

OPENING STATEMENT OF KENNETH S. GEORGE

Mr. GEORGE. Thank you, Mr. Chairman, Senator Tower.

First I want to thank you and your staff for holding this hearing today. I know that it is a hectic time for you and you have made a special effort to be here, and I appreciate your consideration.

Second, I would like to say that I am very proud to be here as the first nominee for confirmation as Director General of the United States and Foreign Commercial Service. These are dynamic times in international trade and never before have the services of the United States and Foreign Commercial Service been so important, especially to our small- and medium-sized businesses in the United States.

Trying to find new markets for their products is challenging in the best of times, and today it is vital.

This assignment will be a challenge and an opportunity—a challenge to me, the Department of Commerce and this administration to provide appropriate services to the business community and be able to turn the old saw, that "I'm from the Government and here to help you," into the truth and an opportunity to help American businesses, the economy, and create jobs for Americans by increasing the number of exporters and U.S. firms in international trade—a challenge and an opportunity that I look forward to accepting.

Thank you.

The CHAIRMAN. Thank you very much. I understand that you own several common stocks, and that if any matter concerning these companies in which you own stock comes before you, you will recuse yourself or seek a waiver; is that correct?

Mr. GEORGE. Yes, sir.

The CHAIRMAN. And in addition to any direct conflicts, what I hear you saying, and from what you have said in your prepared statement for completion by Presidential nominees, that you will

avoid even the appearance of a conflict of interest if you are confirmed; is that correct?

Mr. GEORGE. Yes, sir.

The CHAIRMAN. Will you agree to appear before this and any other duly constituted committees of Congress, when requested to do so?

Mr. GEORGE. Yes, sir.

The CHAIRMAN. Would you just generally outline for the committee your goals for the Commercial Service during your service as Director?

Mr. GEORGE. The broad goals, if I were to characterize them in a business sense, the management objectives of the United States and Foreign Commercial Service during my tenure would be very brief, but I think they are inclusive of what I am trying and have been trying to do for the last several years: one, as a major management objective, it would be to increase the base number of exporters from the United States for the U.S. economy, as well as business competitors in the world marketplace. Also, I think it is extremely important that we increase the awareness of the United States and foreign community—United States and Foreign Commercial Service, with the business community.

Even with our outreach programs, we are of no value to the business community, if people do not know we are there and avail themselves also of our services.

Quite frankly, I would like to make stopping at the district office in the United States as important as getting a visa, and stopping at the Embassy or a post in the consulate around the world as important as any business meeting the business community may have over here, not as it has been an afterthought, a luxury, or in some instances a waste of time.

So upgrading the quality of the Service, increasing the awareness and increasing the base number of exporters from the United States. Those are what I would consider to be three overriding objectives for the coming year.

The CHAIRMAN. The purpose of the Foreign Commercial Service is to promote American exports and protect our trade interests. What do you see as the major impediments to achieving these objectives by the FCS officers?

Mr. GEORGE. Well, I would see that those impediments are basically the same impediments that are facing the U.S. business community today: The high value of the dollar, the lack of support awareness of the American business community, less than overwhelming belief that we are from the Government, and we are willing to help them and able to help them, as well as much effort as we put into recruiting qualified people to man our services.

We have to realize that we are nothing but a service organization. We have only our talents to sell. We make no product in particular, so our market intelligence is what we have to provide the business community. Finding, recruiting, and keeping qualified people that are knowledgeable in language, as well as business, as well as government, is a difficult task, and one we have aggressively pursued, and that we'll have to continue aggressively to pursue.

And then, in summary, I would say that all problems of competitiveness of the U.S. business community are going to be problems

that we in our Service will have to face in helping the U.S. business community.

The CHAIRMAN. I assume one of your primary objectives as Director would be to try and increase the effectiveness of the FCS officers. Do you have some specific ideas on how you might proceed?

Mr. GEORGE. Yes, sir. First and foremost, as I alluded to earlier, in being a service organization, you are no better than the quality of your people. So hiring, training, and motivating our officers and foreign service nationals will be a high priority in our management objectives. The ability to understand the needs of the business community in the market that we are dealing is a critical aspect of our service. So hiring the right people, and once you have them, maintaining their motivation and loyalty to the organization and providing a career path for them that will retain those people, is going to be an important function of management.

Two things that have happened historically in the organization are important to note, as a way of background. First of all, we are a young organization. We were created in the Treasury Organization Act of 1979. That brought the commercial activities in the 64 countries at that time into the Department of Commerce from the Department of State. That was our creation in the current format. It was not until 1982 that the Department of Commerce combined the domestic operations—the U.S. Commercial Service, which has been around since 1912—with the foreign operation, which has been the Foreign Commercial Service, and we created the United States and Foreign Commercial Service. It's the first time both ends of the export pipeline—the supply side, domestic and demand—foreign, have been under one management.

Now what I consider a most important realignment inside the Department of Commerce is taking place, and we are now consolidating all the revenue-generating activities of ITA—International Trade Administration—under the management of the United States and Foreign Commercial Service, where previously, it had been under two Assistant Secretaries and four Deputy Assistant Secretaries, and an even broader number of officer directors.

We are, for the first time, going to be able to have the promotional side, both foreign and domestic, of the Department of Commerce under one management, and I think that will significantly provide the opportunity to increase the quality of our service to the business community. We have redeployed our officers. We noticed 2 years ago, when we first came in, that we had a limited amount of resources and a finite number of people in the field and we wanted to maximize our return. We also quickly became aware of the fact that we had more people in West Germany than we had in the entire Middle East. We had twice the number of officers in Germany as we had in Japan, for example, where we do twice the trade with Japan, and have infinitely greater trade problems.

So one of the things we have looked at and will continue to look at in a dynamic sense, is to have our resources deployed in appropriate countries, relative to the needs of the marketplace. We have taken that on in the past, and we will continue in the future.

Another change that we are currently making and will continue to implement in 1983-84, has been the ability to communicate. Until 1981, we didn't even have telexes in our district offices in the

United States, and yet we are in international business. We are rectifying that. We are putting in telexes and word processing, as well as computer equipment that is compatible with the State Department's equipment. And in 1984, this will be a significant move forward in our ability to respond to the needs of the business community by being able to keep data bases, transfer information, supply information, to the business community in the United States, as well as abroad.

I think it's also important to note that five-sevenths of our organization overseas is made up of foreign service nationals. Of 700 people we have overseas, 500, approximately, are foreign service nationals, so it is extremely important to keep those people motivated, as well as have them understand what American business is about.

We are instituting a training program that will bring the foreign service nationals to the United States for 3 to 4 weeks at a time, which we will put out in our district offices in the United States, where they will have meetings with business, with our district officers, and they will go back home more effective and more efficient, because they will have a better understanding of exactly what kind of products we have to sell, because they will have been with American business in the plants, on the showroom floor and will be able to understand firsthand what we are trying to promote in their markets.

We are also trying to be selective in foreign service nationals who have an industry specialty. We try to send them to that section of the United States that has a strong emphasis in that particular product—electronics, timber, whatever the case may be.

Officer training is going to be another one. We are currently very much involved in working up a program with OPIC and the Eximbank that will improve the capability of our officers to respond to the trade finance needs of our small- and medium-sized businesses. So we will be able to respond better in the future to the programs these other organizations have to offer and we can help them with these organizations, as well as enhance the educational activities of our officers.

We have just recently sent one officer to Harvard for the mid-management course for 17 weeks, and we have sent one to the Federal Executive Institute for a training program; again, upgrading the skill levels of our officers.

I think that I will conclude with two other points that are worth mentioning. One is an attempt to streamline the amount of paperwork in our organization, allowing more time for field work, so that our officers and trade specialists will have more time to be out talking to businesses, calling on businessmen directly in their plants, at their offices and informing them of our outreach programs and of the services that we have to offer.

For the first time we have instituted, and we will continue to improve our management planning and performance appraisal system which emphasizes programs for small- and medium-size business, and tracks, as a benchmark for success in any given year, the number of new-to-export and new-to-market companies aided.

So I would say those are the examples of what we hope to do and have been doing in response to improving the effectiveness of our service on a worldwide basis.

The CHAIRMAN. Under Secretary of Commerce, Lionel Olmer, has indicated that FCS officers assist the Department in enforcing the Export Administration Act.

What exactly do FCS officers do in that function? How do they help, in other words, in enforcing the EAA?

Mr. GEORGE. That answer is in two parts: One, I would say in regard to our domestic operation last year, 1983, if my statistics are right, we provided export counseling services for preexport licensing to over 18,000 firms in the United States. Obviously, most of those counselings with small- and medium-sized businesses range from elementary questions concerning documentation and shipping procedures, all the way to the technical aspects of the export licensing requirement.

We also are very actively involved in arranging and conducting local workshops and seminars in the local community on all aspects of the Export Administration Act.

Now, on the foreign side, we do not, per se, enforce the law in an investigatory or adversarial fashion. We play an important part in the prelicense and postshipment commercial checks to establish the bona fides of a firm in connection with proposed commercial transactions.

In postshipment verification, we are limited to a determination of whether the commercial action took place or not. We try to do that in our general calling. We combine that with a call on the business firm. So what we try to do, in respect to the Export Administration Act, is to do our job, as well as use that as a means to know our marketplace better; and, we can, in turn, feed that ancillary information to the export enforcement section and to the domestic operations, hopefully, finding more exporters to fill the market needs in those countries.

The CHAIRMAN. Do you feel there is any conflict between FCS officers having a role to play in promoting trade and at the same time enforcing the Export Administration Act? Does that weaken the confidence people have in them, if they're on both sides?

Mr. GEORGE. If we maintain the balance that I referred to earlier in regard to our checks, separating a distinction between criminal investigations and adversarial type actions, as on one side, segregating that out and saying that is not our role and maintain the position that what we do is prelicense and postshipment checks, which we then try to maximize into a business call. I do not feel there is going to be a conflict of interest. We will be facilitating legitimate trade. We will be building our credibility in the marketplace, and we will have built valuable trade contacts.

The CHAIRMAN. Mr. George, I have no further questions for you.

Senator Pressler is not here yet. I would say that you, never having been to a confirmation hearing before, that it is a compliment to you that no one is here.

Mr. GEORGE. Thank you.

The CHAIRMAN. And that may be rather surprising, but Senator Tower would tell you, if a nomination is controversial and there are people that are opposed, they will be here. In fact, the only

time we get to have a full committee is when we have a nomination that is controversial. So I wouldn't want you to feel offended, not only because we are very busy trying to wind down the Senate this week, but very seriously, it is a compliment to your nomination that you do not have a full house here today.

I think you are extremely well qualified for the position, and what I would like to do is recess briefly to see if Senator Pressler does arrive. I certainly would want him to have his opportunity to, representing his committee, to ask you some questions.

Mr. GEORGE. I'd be delighted to stay around. No problem.

The CHAIRMAN. Well, I'm just informed by his staff that, under the circumstances, it would be all right to close the hearing. I reserve the right for Senator Pressler or any other members of the committee, to ask some questions for your response in writing.

Mr. GEORGE. Yes, sir.

The CHAIRMAN. But I do think the President has made an excellent choice and see no problems with your confirmation.

Thank you very much.

Mr. GEORGE. Thank you, sir.

The CHAIRMAN. The committee is adjourned.

[Whereupon, at 4 p.m., the hearing was adjourned.]

[Biographical sketch of the nominee follows:]

STATEMENT FOR COMPLETION BY PRESIDENTIAL NOMINEES

Name: George Kenneth Suggett
(LAST) (FIRST) (MIDDLE)
 Position to which Director General for the Date of
 nominated: U.S. & Foreign Commercial Service nomination: October 24, 1983
 Date of birth: 25 06 48 Place of birth: Fort Worth, Texas, U.S.A.
(DAY) (MONTH) (YEAR)
 Marital status: Married Full name of spouse: Patricia Mast George
 Name and ages
 of children: Kenneth Suggett George II 4yrs.
Patrick Sarsfield George 1 yr.

Education:	Institution	Dates attended	Degrees received	Dates of degrees
	<u>Washington & Lee University</u>	<u>1966-1970</u>	<u>BA</u>	<u>1970</u>
	<u>University of Texas</u>	<u>1970-1972</u>	<u>MBA</u>	<u>1972</u>

Honors and awards: List below all scholarships, fellowships, honorary degrees, military medals, honorary society memberships, and any other special recognitions for outstanding service or achievement.

Selected "Rising Star of Texas" by Texas Business Magazine, March 1980
President of Graduate Business School; Omicron Delta Kappa, U. of Texas
Dean's List, Washington & Lee University

Memberships: List below all memberships and offices held in professional, fraternal, business, scholarly, civic, charitable and other organizations.

Organization	Office held (if any)	Dates
Young Presidents' Organization	None	1980-present
Texas Lyceum Association	Program Chairman	1980-present
University of Texas Exes	Chapter President	1972-present
Midland Community Theatre	Finance Chairman	1980-1981
Midland Symphony & Chorale	None	1980-1981
Arthritis Foundation	Financial Vice Pres. & Telethon Chairman	1977-1978
Republican Party of Texas	Finance Comm. Chairman	1981-1982

Employment record: List below all positions held since college, including the title or description of job, name of employment, location of work, and dates of inclusive employment.

8/81-Present	Deputy Assistant Secretary, U.S. & Foreign Commercial Service, Department of Commerce, Washington, D.C.
4/5/77-8/81	President, Olix Industries, Inc., 312 N. Big Spring, P.O. Box 3525, Midland, Texas
3/76-4/5/77	President, Tri-Merenn Intl., 501 C&K Bldg., Midland, Texas
12/72-2/76	Real Estate Development, Traummell Crow Co., Houston, Texas
7/71-5/72	Commercial & Investment Real Estate Salesman, Tynes Realty, Austin, Texas

Government
experience:

List any experience in or direct association with Federal, State, or local governments, including any advisory, consultative, honorary or other part-time service or positions.

Deputy Assistant Secretary, U.S. & Foreign Commercial Service,

International Trade Administration, Department of Commerce

Published
writings:

List the titles, publishers and dates of books, articles, reports or other published materials you have written.

Article entitled "Move It, Texas!" for Texas Business Magazine,

June 1983.

Political
affiliations
and activities:

List all memberships and offices held in and services rendered to all political parties or election committees during the last 10 years.

REPUBLICAN PARTY OF TEXAS:

Finance Committee Chairman - 1981-1982

Executive Campaign Committee 1979-1980

Finance Committee 1980-1982

Volunteer Advance for Texas Roundup Reagan-Bush

Ford for President Campaign Volunteer Advance - 1976

Republican Campaign Volunteer in all State & Local elections since 1960.

Political

contributions:

Itemize all political contributions of \$500 or more to any individual, campaign organization, political party, political action committee or similar entity during the last eight years and identify the specific amounts, dates, and names of the recipients.

\$1,000.00 to the Republican Party of Texas in 1980 and 1981

\$1,000.00 to the Reagan-Bush Campaign in 1980

(Specific dates are unavailable.)

Qualifications:

State fully your qualifications to serve in the position to which you have been named.
(attach sheet)

See attached sheet.

Future employment
relationships:

1. Indicate whether you will sever all connections with your present employer, business firm, association or organization if you are confirmed by the Senate.
N/A. Currently serving as Deputy Assistant Secretary for the U.S.
& Foreign Commercial Service, U.S. Department of Commerce.
Severed all other connections July 1981

2. As far as can be foreseen, state whether you have any plans after completing government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization.

No plans.

3. Has anybody made you a commitment to a job after you leave government?

No.

4. Do you expect to serve the full term for which you have been appointed?

Yes.

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QUALIFICATIONS

Qualifications to serve are based upon education which includes B.A. and M.B.A. degrees; experience as chief executive officer of a medium sized publically held corporation operating a manufacturing facility in Kansas City, Missouri, oil and gas operations in Texas, Oklahoma, New Mexico and Louisiana and real estate investments in Arizona, with a nationwide sales and distribution system as well as manufacturing licensing arrangements in major marketing areas of all continents of the world; experience for the past two years as principal Deputy Assistant Secretary for the U.S. and Foreign Commercial Service, employing more than 1,000 persons in 48 U.S. domestic offices and 120 foreign commercial service posts in 68 foreign countries.

Potential conflicts
of interest:

1. Describe any financial arrangements or deferred compensation agreements or other continuing dealings with business associates, clients or customers who will be affected by policies which you will influence in the position to which you have been nominated.

None.

2. List any investments, obligations, liabilities, or other relationships which might involve potential conflicts of interest with the position to which you have been nominated.

None.

3. Describe any business relationship, dealing or financial transaction (other than tax-paying) which you have had during the last 10 years with the Federal Government, whether for yourself, on behalf of a client, or acting as an agent, that might in any way constitute or result in a possible conflict of interest with the position to which you have been nominated.

None.

4. List any lobbying activity during the past 10 years in which you have engaged for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation at the national level of government or affecting the administration and execution of national law or public policy.

None.

5. Explain how you will resolve any potential conflict of interest that may be disclosed by your responses to the above items.

N/A.

Civil, criminal and
investigatory
actions:

1. Give the full details of any civil or criminal proceeding in which you were a defendant or any inquiry or investigation by a Federal, State, or local agency in which you were the subject of the inquiry or investigation.

No violations of any Federal, State or local regulation or ordinance. No record and no recollection but a limited number of speeding violations over 20-year driving history.

2. Give the full details of any proceeding, inquiry or investigation by any professional association including any bar association in which you were the subject of the proceeding, inquiry or investigation.

None.